



Research Fellowship in National Security

THE FELLOWSHIP PROGRAM

The National Security Program at Harvard University's John F. Kennedy School of Government offers a postgraduate research fellowship for military officers and civilian officials who show promise of rising to the most challenging leadership positions in their organizations. Upon completion of the ten-month program, officers receive credit for Senior Service School.

National Security Fellows have the opportunity to study a wide range of public management and security issues. They belong to a fellowship community that brings other practitioners such as politicians, journalists, diplomats, and educators to Harvard. After they leave Cambridge, Fellows continue to take part in a variety of events that are organized regularly for alumni of the Kennedy School.

Fellows pursue group research projects and write a paper aimed at senior policy makers; audit classes at Harvard, MIT, and the Fletcher School; participate in the National Security Fellows Executive Program when they arrive in the summer; attend guest speaker seminars hosted by the National Security Program and other groups around Harvard, MIT and the Fletcher School; participate in working groups associated with the various research centers of Harvard, including the Institute of Politics, the Center for Press Politics and Public Policy, the Belfer Center for Science and International Affairs, the Weatherhead Center for International Affairs and the Olin Institute for Strategic Studies at Harvard, and the national security studies programs at the Fletcher School and MIT.

THE CURRICULUM

National Security Fellows design their own activities within the broad framework of the fellowship program. They audit graduate-level courses throughout the academic year at Harvard, MIT, and the Fletcher School of Law and Diplomacy at Tufts University. Some typical courses include

- The American Presidency;
- Crisis Management and Complex Emergencies;
- Innovation and Public Management;
- Defense Resource Allocation and Force Planning;
- Cross Cultural Leadership and Negotiation;
- Non-State Threats to International Security;
- Intelligence, Command and Control;
- International Mediation and Conflict Resolution;
- The Arts of Political Leadership;
- Human Rights, State Sovereignty, and Intervention;
- Controlling Weapons of Mass Destruction;
- Analytic Frameworks for Explaining & Predicting Decisions in Domestic & Foreign Affairs
- The Role of Force in International Politics.

RESEARCH

Research is the most heavily emphasized activity. Fellows work either in teams or alone on current national security problems and develop practical alternatives to address them. The Fellows personally interview senior policy makers and their staffs and actively seek their comments throughout their research effort.

The National Security Program assists the Fellows in their research projects by way of a structured process. Deadlines for pre-draft and draft milestones are set at the beginning of the year. Fellows' receive assistance in topic selection and refinement. Director and Assistant Director monitor and assess interim drafts. Research and editorial support are provided by the university for Fellows' papers, including a series of research workshops, led by a faculty member, and targeted advice from experienced writing coaches, who review several drafts of the group research papers and provide detailed feedback aimed at helping authors achieve the best final paper for their early May deadline.

THE FELLOWS EXECUTIVE PROGRAM

The Fellows Executive Program is modeled on the extremely successful executive program that we conduct annually for flag officers (NISM) and begins immediately after the Fellows arrive in August. This formal two-week program aims to establish a foundation upon which the Fellows can develop their research projects and their course work activities. The course is designed specifically for the Fellows' level of experience and understanding. The case studies and lectures presented are intended to promote interaction, both formal and informal, with the faculty and with other Fellows. A recent curriculum included sessions on

- understanding terrorism
- adaptive leadership
- political management
- the changing patterns of world politics
- security policy development
- working with Congress
- negotiations and consensus-building
- presidential decision making
- the ethics of intervention
- security challenges world-wide

Sample Day's Schedule	
8-8:50 a.m.	Discussion Groups
9:00-10:30	<i>Models of Decision Making</i> Roger Porter
10:30-11:00	Coffee Break
11:00-12:30	<i>Transformation of Security Forces</i> John White
12:30-1:30	LUNCH on your own
1:30-3:00	<i>Policy Formulation in the White House</i> David Gergen
Unstructured time / Reading next day's assignments	
6:00 PM	Family BBQ

GUEST SPEAKER PROGRAM

The guest speaker program is organized by the Fellows themselves and provides an opportunity for the group to discuss important national security issues with experts in the field. During the course of the year, Fellows invite authorities on many different topics to address the group in a seminar setting.

In addition to the formal guest speakers program, a variety of senior officials meet informally with the Fellows when they travel through the Boston area, including such speakers as the Vice-Chairman and the Chairman of the Joint Chiefs of Staff; CINCENT; CINCSOC; CINCSOUTH; SACEUR; Chief of Staff, USA; Chief of Naval Operations; Commandant, USMC; Chief of Staff, USAF; Commandant, US Coast Guard; Director, National Security Agency, Chief, National Guard Bureau; Secretary of the Army; Secretary of the Air Force; Secretary of the Navy; Director, Command, Control, Communications, and Computers, JCS; Director, Strategic Policy and Plans, JCS; Director, Strategy and Policy Division, US Navy; Deputy Chief of Staff, Plans, Policy and Operations, USMC; Chairman, Senate Armed Services Committee; Chairman, House Intelligence Committee; Undersecretary of Defense for Policy; Commander, USSTRATCOM; President, Council on Foreign Relations.

FACULTY SEMINARS

Fellows are invited to seminars on a broad range of current issues throughout the academic year, presented by distinguished faculty from Harvard, MIT, and the Fletcher School of Law and Diplomacy and held either here or at one of the aforementioned schools. Generally, these are informal 1½-hour brown bag sessions. Recent seminars have addressed the issues of humanitarian intervention, working with the Press, restructuring defense, global economic competition, civil/military relations, anti-terrorism measures, and innovation and leadership in organizations.

UNIVERSITY STATUS

The Fellows hold research appointments to the university. As “Officers of the University,” they receive privileges commensurate to their status. They have full access to the resources of the University and participate actively in the intellectual and social activities that form University life.

Some specific privileges include access to university libraries, shuttle bus services, and membership in the Faculty Club and the Harvard Coop.

ADMINISTRATIVE SUPPORT

The Director of the National Security Program, Lt Gen Tad Oelstrom, USAF (ret), advises the Fellows on their work.

Administrative staff members help the Fellows transition into and make the most of their academic year, from the series of informational mailings for newly selected Fellows, to the “graduation” ceremonies at the completion of the Fellowship.

The staff provides housing assistance to the Fellows and their families, plans orientation activities for the new Fellows and social events for families at the beginning of the program, and assists the Fellows with questions about their work and the university community throughout the academic year. They assist and advise the Fellows on the logistics of the Guest Speaker Program, their coursework, and any other activities that might form part of the Fellows’ academic experience.

The National Security Program also organizes events aimed at providing structured opportunities for mentoring or interaction with

- ROTC students
- Junior officers in degree programs at Harvard and other area institutions
- Naval Command College officers, activities both here and in Newport
- National Defense Fellows from other area universities

The National Security Program provides each Fellow with office space, supplies, and facilities (phone, fax, copier, voice mail, email, etc.) to support the professional level of work that is part of the fellowship.

The Fellows have the use of the Kennedy School's video teleconferencing facilities, should they wish, to interface with their Services or other institutions; NSP staff can arrange it.

University Athletic Facilities: The department purchases athletic privileges for the Fellows, entitling them to use the university athletic facilities including pools, indoor and outdoor tennis, basketball, volleyball, sailing, indoor and outdoor track, weight training, and gymnasium facilities.

THE KENNEDY SCHOOL OF GOVERNMENT

The John F. Kennedy School of Government is Harvard University's professional school serving the public sector. The Kennedy School is committed to strengthening the effectiveness of public executives and strongly believes that a person's educational needs continue throughout his or her career. The school offers an array of programs including two-year and mid-career master's degrees, executive education, applied problem-solving research, and public affairs conferences. Research centers at the school focus on science and international affairs; social policy; business and government; state and local government; criminal justice; housing; and press, politics, and public policy. The Institute of Politics bridges the school with the world of elective politics and media by bringing leading political figures and journalists to campus. In addition to the Fellows program, the Kennedy School's National Security Program offers a two-week program in international security for Flag and General Officers, and other security-oriented programs such as "Initiatives in Conflict Management."

GENERAL INFORMATION

Program Schedule. The Fellows program runs from mid-August through the end of June. Fellows should be settled in the Boston area by mid-July so that they can have received all shipments of household goods, have enrolled children in area schools, and be ready to attend day-long classes immediately upon the program's start in mid-August.

Admission. The full support and sponsorship of each applicant's employing organization is required. All candidates must be chosen by a competitive board. Military officers must be 05's or 06's eligible for senior service school and are usually chosen by the same board that selects all officers for top-level school. The acceptability of any particular candidate will depend greatly on that candidate's current professional standing and potential for future contribution in a challenging senior leadership position.

For further information:

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